

Administration - Internal Use Only

DDA 78-2359/28

8 August 1978

MEMORANDUM FOR: Associate Director-Management
National Foreign Assessment Center

FROM: John F. Blake
Deputy Director for Administration

Paul:

1. I am indebted to you for the thoroughness of your reply of 1 August to my memorandum of 11 July concerning the recruitment of personnel. It is particularly valuable to have the backup material consisting of the individual reflections of each of your units.

2. We are taking the totality of all papers received, making an overall analysis of the principal deficiencies and then proceeding to do as much as we can on a course of corrective action.

/s/ Jack

John F. Blake

P.S. That you may know where we go from here, I have attached a copy of a memorandum I have sent to the Director of Personnel.

Att:

Memo dtd 8 Aug 78 to D/Pers
fr DDA, subj: Recruitment
of Personnel (DDA 78-2359/29)

DDA:JFBBlake:kmg (8 Aug 78)

Distribution:

Orig - Adse
1 - DDA Subj
1 - DDA Chrono
1 - JFB Chrono

Bkgd: DDA 78-2359/23

~~CONFIDENTIAL~~

DDA 78-2359/29

8 August 1978

MEMORANDUM FOR: Director of Personnel

FROM: John F. Blake
Deputy Director for Administration

SUBJECT: Recruitment of Personnel

REFERENCE: Multiple addressee memo dtd 11 Jul 78 fr DDA,
same subj (DDA 78-2359/7)

1. All units have now responded to reference memorandum. I am most favorably impressed with the thoroughness and the frankness of the replies.

2. While I recognize the plaudits that are given, it is in the nature of this kind of exercise to concentrate on the deficiencies, perceived or real, to try to devise ways to undertake corrective action. My analysis of the major deficiencies surfaced by these replies concludes:

- a. An almost universal recitation of lack of feedback on the processing status of applicants.
- b. An inordinate processing time, not only in the total hiring action from recruitment interview to EOD, but also in various milestones contained within the total processing.
- c. The lack of a sufficient number of qualified minority applicants in order to assist components in meeting hiring goals.
- d. A need, in certain cases, to sharpen recruitment interviews and to acquire more information during the recruitment interview process.

3. I am extremely mindful of the work load imposed upon the Office of Personnel and the various pressures brought to bear on your Office. These papers, however, now present you with certain identifiable problems

DOWNGRADE TO A-IUO
UPON REMOVAL OF DDA 78-2359/31

~~CONFIDENTIAL~~

that are, in some cases, not difficult of solving. I ask that you undertake a thorough analysis of the contents of these papers and develop specific courses of action to meet those problems. This undertaking should be launched with an extremely constructive and positive attitude. Because of certain instances it may be necessary for you to enlist the help and support of sister Offices, I am sending a copy of this memorandum to the Offices of Security, Medical Services, and Training.

4. I would appreciate receiving a report from you on 5 September which gives me your analysis of the contents of these papers, problems you have identified and courses of action you propose to undertake to meet those problems. In certain cases matters have been so specifically identified that immediate action can be undertaken. The inadequacies of the content of the field recruitment interview report is one such example. In those kinds of cases I urge that you undertake immediate action and forthwith prepare the necessary instructions to those who have the responsibility to implement them. Please advise me on 5 September also of individual actions of this type that you have already undertaken.

/s/ John F. Blake

John F. Blake

Atts

Distribution:

- Orig - D/Pers w/atts
- 1 - D/Sec w/ref
- 1 - D/MS w/ref
- 1 - DTR w/ref
- 1 - AD-M/NFAC
- ☒ 1 - DDA subj w/atts
- 1 - DDA Chrono
- 1 - JFB Chrono

DDA:JFB:kmg (8 Aug 78)

Atts: DDA 78-2359/23, -/31, -/26, -/12, -/24, -/22, -/20, -/27, -/19